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11
13 May 1985

Mr. Bernard F. McMahon
Staff Director
Select Committee on Intelligence
United States Senate
Washington, D. C. 20510

Bernie,

Appreciated your advisory on the Staff's
organization.

It is our desire and intent to work closely
with the Committee and ensure that it has the
information necessary to do its job.

Regards,

[Redacted Signature]

John N. McMahon

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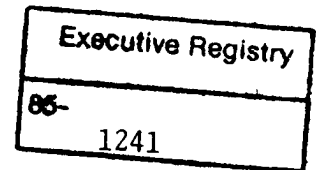
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United States Senate

SELECT COMMITTEE ON INTELLIGENCE
WASHINGTON, DC 20510



May 9, 1985

The Honorable John N. McMahon
Deputy Director of Central Intelligence
Central Intelligence Agency
Washington, D.C. 20505

Dear John:

As a first step in preparing for the Committee's oversight tasks, Senator Durenberger has reviewed the structure and procedures of the Committee staff to ensure that we have the most efficient and professional assistance possible. Attached are descriptions of the new organization and the principal objectives it is designed to achieve.

Key to the success of our Committee is the performance of the staff that supports it, and key to staff performance is the implementation of the Designee concept. Our staff arrangement is unique. All but three of the Professional Staff have additional Designee duty to individual Members. But the Committee Rules require that "the duties of Committee staff shall be performed, and Committee staff personnel affairs and day-to-day operations, including security and control of classified documents and material, shall be administered under the direct supervision and control of the Staff Director."

This serves four vital and complementary functions: (1) it ensures that our staff understands and satisfies the individual requirements of the Members; (2) it provides each Senator with a range of specialized expertise necessary to exercise his broad oversight responsibility; (3) it meets our special charge in Senate Resolution 400 to protect the very sensitive information which is the medium of our day-to-day business; and (4) it ensures that the Staff Director can produce the uniform high quality work the Intelligence Community has a right to expect.



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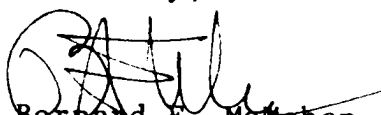
One of the great strengths of our Committee has been the bipartisan staff. The fact that we do not have a Minority Staff has ensured that we can build professional support in all of the specialties with which we must deal, and those professionals serve the entire Committee. There is no distinction on the staff among Minority Designees, Majority Designees or Direct Hire Professionals. By the Rules of the Committee, they all work equally for the Staff Director who, in turn, serves both the Chairman and the Vice Chairman equally.

The Chairman and Vice Chairman discussed the role of the Minority Staff Director and Counsel. They looked at several alternatives for incorporating them into the bipartisan staff structure. However, they agreed it would be best to continue these two as independent Minority Officers representing the Vice Chairman and through him the Minority on the Committee. The Minority Staff Director is "kept fully informed regarding all matters" and has the same "consultative" relationship with the Staff Director as exists between the Chairman and Vice Chairman.

In the staff organization you will also note that we have created several positions for Assistants. The staff used to hire a number of bright, young people at a lower salary level. In a budget cutback, they were eliminated. It is a concept worth reviving, and we have received applications from an impressive group of individuals.

In sum, this organization is a necessary first step to focus the staff on the ambitious agenda which this Committee will pursue in the 99th Congress.

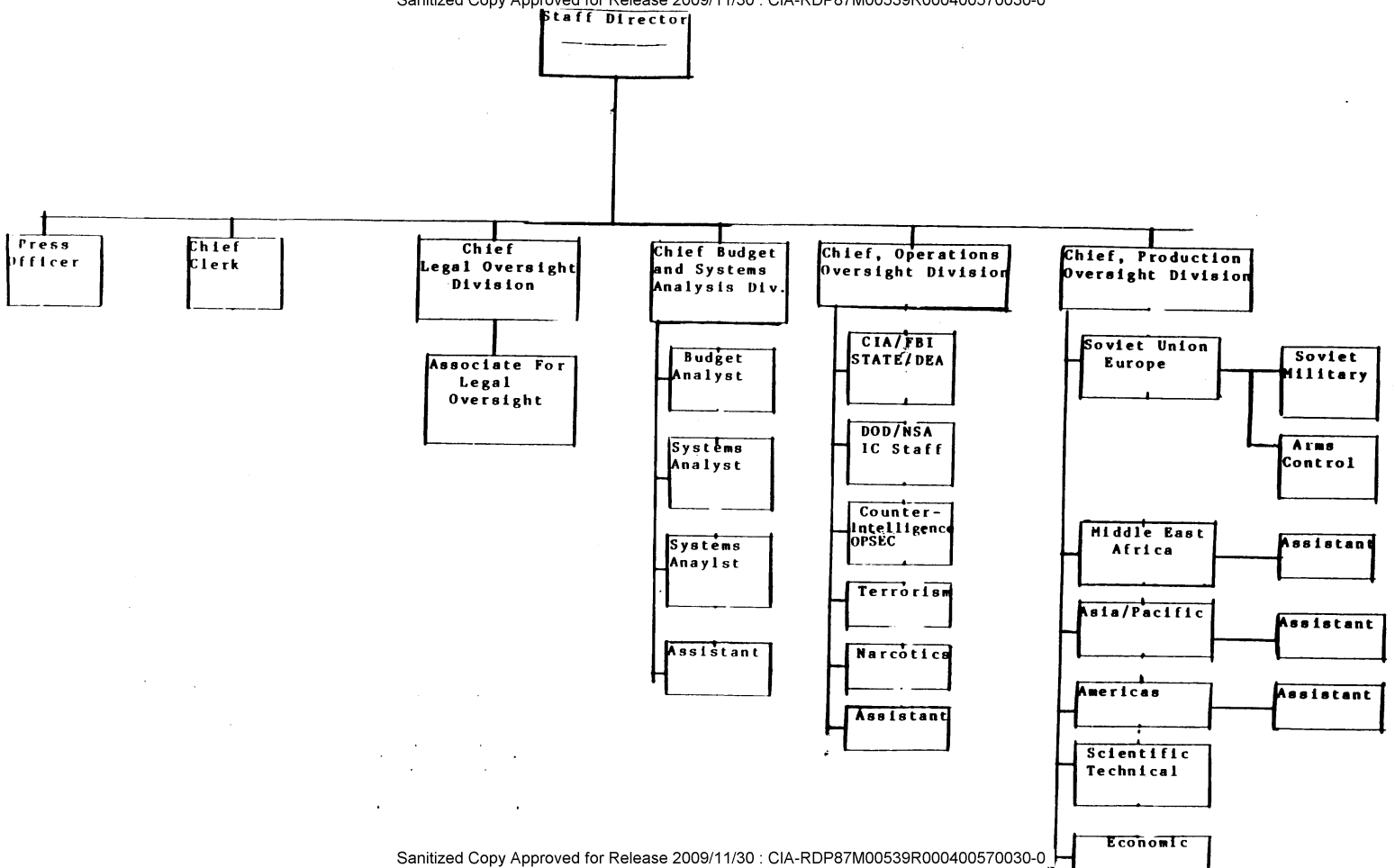
Sincerely,



Bernard F. McMahon
Staff Director

BFM:rn

Attachments



SELECT COMMITTEE STAFF ORGANIZATION

Objectives

- A. Improve the quality of support to the Committee as a whole and each Member individually:
 - Upgrade professional capability by establishing standards of background and experience levels to use in nominating Designees and direct hire of professional staff;
 - Develop staff expertise in the areas of responsibility assigned to the Committee by Senate Resolution 400;
 - Build on the special relationship between Member/Designee by providing the Members with expertise drawn from the staff as a whole;
 - Focus the effort of the staff on the requirements of the Committee rather than on the personal interests of the staff.
 - Focus staff on subjects of long-term impact, building a capability to anticipate requirements rather than response to crises.
- B. Improve the internal operation of the staff:
 - Establish levels of responsibility and authority to improve internal coordination and economy of effort and strengthen lines of communication with the Executive agencies;
 - Eliminate duplication and streamline Administration procedures;
 - Create staff continuity and professionalism by building opportunity for career growth, competition for promotion and a hierarchy of responsibility with equivalent salary;
 - Provide a pool of qualified professionals for selection by Members for Designees.

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Organizational Features

- o Salary steps equivalent to increased responsibility and experience.
- o No organizational distinction between Designees and Professional Staff Members. Individuals assigned will have responsibility to support Committee as a whole for their specialty.
- o Designee will provide tailored support to meet Member needs either using staff members' personal knowledge, other staff resources or the Intelligence Community at large, and make the Members' interests and requirements known to the staff as a whole.
- o Coordination of requirements levied on the Community, and coordination of Community support to the Senate. All requests for Community support (other than routine questions) go through the Staff Director.
- o Streamline Administration by consolidation under a single administrative officer.
- o Create opportunity for support personnel to progress to professional status. Provide growth opportunity for lower-level Professional Staff Members (either direct hire or Designees).
- o Reduction in support staff balanced against additions in Professional Staff results in a net addition of one person more than in current staff structure.

Responsibilities In New Organization

- o Press Officer. In addition to relations with the press, it includes all correspondence, reports and other documents to be made public; responding to public queries about the Committee; assistance to Committee Members in preparation of public documents such as speeches, floor statements, articles.

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- o Legal Oversight Division. Responsible for all legal issues which fall within the Committee jurisdiction. Coordinates with the Legal Oversight Officer of each intelligence agency.
- o Budget and Systems Analysis Division. Expanded to evaluate the budget proposals in greater depth. Two Systems Analysts provided to conduct review of high cost technical systems and evaluate requirements, research and development, procurement delivery schedules, cost estimates and overall cost effectiveness.
- o Operations Oversight Division. Responsible for the internal operation of each intelligence agency and for cross cutting topical issues of current high interest. Internal operations include: administration, personnel, operation policy and procedure, support issues, overseas stations and operations, covert action, operational security, security.
- o Production Oversight Division. Responsible for evaluation of the intelligence product, appropriateness of the targets, allocation of resources, quality of sources and methods, identification of requirements, process of analysis, quality of intelligence judgments and timeliness, and extent of distribution of the product. These individuals are not intended to be foreign policy or current affairs officers in their respective areas but rather to look at the quality of intelligence support to the intelligence customers.